

ATO Leadership Development and Succession Planning Resource Guide



Federal Aviation Administration

Air Traffic Organization

Management Services

Employee Development

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Note

This guide is a product of ATO Employee Development, Training & Development Infrastructure Team (AJG-L31). Information presented in this guide is provided by the responsible program office for the program, service, or resource described. Dates, descriptions, and availability of programs, services, and resources are subject to change without notice. Additions, corrections, or removals of information should be sent to Sean Corbett (sean.corbett@faa.gov).

EXTERNAL RESOURCES

Federal Executive Institute (FEI)

Director: Joe Kools, Executive Development and Organizational Effectiveness

Year Implemented: 1998

Target Audience: FAA Executives, GS-15 or equivalent

Program Outcomes/Purpose: Transforming our Leadership Culture: Gain Insight and Build Personal Leadership Skills

Program Elements:

1. Constitutional Guidance
2. Policy and Politics
3. Executive Management

Delivery Model: Residence Course

Objectives and Benefits:

- Constitutional insight
- Policy framework
- Leadership insight
- Expand federal knowledge and network
- Executive coaching

Link for program information: https://my.faa.gov/tools_resources/training_learning/FEI.html

Contact: Michael Bergan, Program Manager, 202-267-3442, michael.bergan@faa.gov

Reduced College Tuition Program

Director: Joe Kools, Executive Development and Organizational Effectiveness

Target Audience: FAA Employees

Program Outcomes/Purpose: Through a partnership between the Office of Personnel Management (OPM) and the University of Maryland, University College and Champlain College, offer reduced tuition and fees for degree-seeking federal employees

Program Elements:

- University of Maryland, University College (UMUC) offers a 25% discount for out-of-state (MD) students, and an even lower rate for Maryland residents; application fees are waived
- Champlain College offers a range of subscription levels, reducing the cost per credit hour depending on the plan selected

Delivery Model: Online, web-based undergraduate and graduate level courses; for UMUC, blended (online and instructor-led) courses are available to students in the DC metro area

Objectives and Benefits:

- Provide skills to help fill mission-critical gaps and boost the employee's federal career
- Reduce tuition and expenses associated with completing a Bachelors or Masters degree program

Link for program information:

- UMUC: <http://www.umuc.edu/federal-government/index.cfm>
- Champlain College: <http://www.champlain.edu/truedfed/trued-information/about-champlain-colleges-trued>
- https://my.faa.gov/content/myfaa/en/tools_resources/training_learning/ReducedCollegeTuitionProgram.html

Contact: Michael Bergan, Program Manager, 202-267-3442, michael.bergan@faa.gov

FAA/AHR

Degree Completion Program (DCP)

Director: Joe Kools, Executive Development and Organizational Effectiveness

Year Implemented: 1998

Target Audience: FAA Employees

Program Outcomes/Purpose: Transforming our Leadership Culture: Increasing Continuing Education Options for Employees

Program Elements:

- Tuition assistance to support completion of undergraduate or graduate degrees

Delivery Model: Scheduled workshops, self-directed activities and coursework.

Objectives and Benefits:

- Connecting formal education relevance with FAA needs
- Expand organizational knowledge and network
- Helping employees achieve personal goals

Link for program information:

https://employees.faa.gov/org/staffoffices/ahr/corp_learn_develop/programs_services/dcp_about/

Contact: Michael Bergan, Program Manager, 202-267-3442, michael.bergan@faa.gov

Forum for Executive Excellence (FEE)

Director: Joe Kools, Executive Development and Organizational Effectiveness

Year Implemented: 2016

Target Audience: FAA Executives

Program Outcomes/Purpose: Transforming our Leadership Culture: Transformational Leadership

Program Elements:

1. Leading in the FAA
-1 Day workshop
2. Encouraging Innovation
-1 Day work shop
3. Influencing our Performance Culture
-2 Day workshop
4. Insight Experience (In review)
-2 Day workshop
-Simulation experience

Delivery Model: Professional facilitators

Objectives and Benefits:

- Help prepare executive to lead the Agency into the future
- Expand organizational knowledge and network

Delivery Summary:

FY	# Deliveries	Average # Participants per Delivery	Total Participants
2016	10	20	200

Link for program information:

https://my.faa.gov/tools_resources/training_learning/executive-development.html

Contact: Victoria Frank, Program Manager, 202-267-6603, victoria.frank@faa.gov

FAA Leadership and Learning Institute (FLLI)

Director: Mark Creasap, Director FAA Leadership and Learning Institute

Year Implemented: 2014

Target Audience: FAA Managers

Program Outcomes/Purpose: Transforming our Leadership Culture: Enhancing Management Skills

FLLI Courses:

1. Capstone for FAA Managers
2. Essential communications Skills for Effective Leaders
3. Influence, Inquiry and Implications
4. Labor Management Relations
5. Leadership for FAA Managers
6. Leading Organizational Change
7. Managerial Coaching and Mentoring
8. Middle Manager Course
9. New Manager Course
10. Strategic Decision Making (Sen)
11. Systems Thinking

Delivery Model: Instructor Lead Training (ILT)

Objectives and Benefits:

- Help prepare managers to lead the Agency into the future
- Expand organizational knowledge and network
- Make legal requirements and mandates

Delivery Summary:

FY	# Deliveries	Average # Participants per Delivery	Total Participants
2014	136	24	3264

Link for program information: https://my.faa.gov/tools_resources/training_learning/FLLI.html

Contact: Mike Peck, Program Manager, 305-219-3838, michael.peck@faa.gov

Program for Emerging Leaders (PEL)

Director: Joe Kools, Executive Development and Organizational Effectiveness

Year Implemented: 2006

Target Audience: FAA Non-Managers

Program Outcomes/Purpose: Transforming our Leadership Culture: Leadership Development at all Levels

Program Elements:

1. Individual Development Plans
2. Readings and Case Studies
3. Mentoring
4. Development Activities
5. Action Learning Team Project

Delivery Model: Scheduled workshops, self-directed activities and coursework.

Objectives and Benefits:

- Help prepare individuals to be managers in the FAA
- Expand organizational knowledge and network
- Broaden exposure

Schedule: The next open application period will run from October 12 through December 1, 2016, for a cohort launching in March 2017.

Delivery Summary:

FY	# Deliveries	Average # Participants per Delivery	Total Participants	# Program Completions	# Promotions to Target Position
2016	2	50	100	95	5

Link for program information:

https://employees.faa.gov/org/staffoffices/ahr/corp_learn_develop/programs_services/pel_about/

Contact: Dollie McCormick, Program Manager, 202-267-3374, dollie.mccormick@faa.gov

Rotational Development Program (RDP)

Director: Joe Kools, Executive Development and Organizational Effectiveness

Year Implemented: 2016

Target Audience: GS13-15 (or equivalent)

Program Outcomes/Purpose: Transforming our Leadership Culture: Broaden Employees Experiences

Program Elements:

1. Departmental Rotational Assignment Program (DRAP)
2. President's Management Council (PMC) Interagency Rotation Program
3. FAA Rotational Assignment Program (FAA RAP)

Delivery Model: Rotational Assignment

Objectives and Benefits:

- Expand management skills
- Broaden organizational experience
- Expand organizational knowledge and network

Delivery Summary:

FY	# Deliveries	Average # Participants per Delivery	Total Participants	# Program Completions
2016	4	1	4	4

Other information:

The Departmental Rotational Assignment Program (DRAP) is the DOT sponsored inter-modal program. FAA had five candidates submitted to the January 2016 cohort; however, DOT was not able to match any with available experiences.

FAA participates as a mode of DOT in the President's Management Council (PMC) Interagency Rotation Program. DOT selected two FAA employees for the October 2015-March 2016 cohort and one FAA employee for the current, April-October 2016 cohort. None of the selectees are from ATO.

FAA Rotational Assignment Program (FAA RAP) is the Executive Exchange Program with 14 FAA executives participating, 12 of whom are engaging in direct exchanges and two are rotating to other LOBs. We are exploring options for launching an intra-FAA rotational development program for levels below executives and have piloted a few options.

Link for program information:

https://my.faa.gov/tools_resources/training_learning/executive-development/rotationaldevelopment.html

Contact: Barbara Goldberg, Program Manager, 202-267-7045, barbara.goldberg@faa.gov

White House Leadership Development Program (WHLDP)

Program Manager: Joe Kools, Executive Development and Organizational Effectiveness

Year Implemented: 2016

Target Audience: FAA senior managers, pre-executive

Program Outcomes/Purpose: The WHLD Program aims to strengthen enterprise leadership across the government to address the challenges facing the civil service. These increasingly complex challenges span agencies and jurisdictions, require employees to collaborate and leverage networks on a greater scale than in the past, and necessitate employees working outside organizational boundaries to ensure the government continues to succeed in delivering services to the American people.

Program Elements:

The goal of the program is to not only build the bench of future career Senior Executives, but to place Fellows in challenging rotational assignments to gain experience outside of their agencies and functional areas of expertise. Fellows will work on high-visibility, cross-agency projects to develop the skillsets and networks that enterprise leaders need – a whole of government perspective, collaboration among stakeholders and organizations with diverse cultures and goals, working across boundaries without formal authority, and working outside traditional agency structures. Additionally, WHLD Fellows will engage in a development program targeted at the competencies, networks, and experience required of enterprise leaders.

Participants have the opportunity to:

- Work on high-priority, mission-critical cross-agency policies and programs
- Develop the skillsets and networks of an enterprise leader
- Meet weekly for a variety of programming activities (SME discussions, leadership development workshops, networking, simulative mentoring and coaching)

Delivery Model:

The White House Leadership Development Program is sponsored by Executive Office of the President (EOP) and supported by the President's Management Council (PMC) and the Performance Improvement Council (PIC). It is a one year rotation with weekly development programming. WHLD Fellows will each be placed in a different rotation assignment as part of a cross-agency team.

Benefits:

The program will have a number of benefits, including:

1. **Developing Talent:** Develop the next generation of career senior executives through a rotation focused on the complex, cross-agency challenges which increasingly confront the Federal Government; Strengthen enterprise leadership skills through targeted development sessions.
2. **Delivering Results:** Harness top talent from across the government to support implementation of key priorities and address mission critical challenges, such as the Cross-Agency Priority (CAP) Goals.

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Delivery Summary:

FY	# Deliveries	Average # Participants per Delivery	Total Participants
2017	1	Up to 4 (across DOT modes)	10-20

This is a new program. DOT will be identifying four potential participants across modes. The program is highly selective and includes FAA, DOT, and WHLDP selection processes.

A centralized FAA budget has not been established. Participant salary/benefits, TDY, and travel expenses are born by their organization.

Other information:

There is no guarantee for placement into an SES position as a result of participation in this program. Participation does, however, provide experience outside of home agency and functional areas and is meant to provide broad exposure to a whole of government perspective as well as the stakeholders and skills necessary to enterprise leaders.

Link for program information: <https://www.whitehouse.gov/participate/whldp>
https://my.faa.gov/tools_resources/training_learning/executive-development/rotationaldevelopment/WHLDP.html

Contact: Barbara Goldberg, Program POC, 202-267-7045, barbara.goldberg@faa.gov

Senior Leadership Development Program (SLDP)

Director: Joe Kools, Executive Development and Organizational Effectiveness

Year Implemented: 2007

Target Audience: FAA Senior Managers

Program Outcomes/Purpose: Transforming our Leadership Culture: Enhancing Leadership Abilities

Program Elements:

1. 12-18 Month Program
2. Assessments
3. Coaching
4. Executive Partnership
5. IDPs
6. Workshops
7. Executive Education Courses
8. Developmental Assignment or Action Learning Project
9. Workgroup and Forum Participation

Delivery Model: Scheduled workshops, self-directed activities and coursework.

Objectives and Benefits:

- Preparation for executive positions
- Strategic direction and communication of Agency's vision
- Experiential learning

Delivery Summary:

FY	# Deliveries	Average # Participants per Delivery	Total Participants	# Program Completions	# Promotions to Target Position
2016	1	15	15	15	

Link for program information: https://my.faa.gov/tools_resources/training_learning/sldp_about.html

Contact: John Leuth, Program Manager, 386-264-9796, john.leuth@faa.gov

Skillsoft and Books 24x7

Program Manager: Len Guenther, AHD

Year Implemented: pre-2004

Target Audience: FAA Employees

Program Outcomes/Purpose: Access to Skillsoft and Books 24x7 resources supports the Workforce of the Future Strategic Initiative and provides FAA employees with an array of self-paced resources to support learning in a broad range of business, management, and leadership subjects.

Program Elements:

Courseware Collections:

- [Business Skills](#) – 1,000+ titles, including online courses, test preps, mentoring assets, business impact/challenge series. Select online courses include Blended Learning Resources
- [IT Professional](#) – 1,420+ titles, including online courses, test preps, mentoring assets, business impact/challenge series
- [Desktop](#) – 420+ titles, including online courses, test preps, mentoring assets

Book Collections:

- ITPro – 14,900+ book titles
- BusinessPro – 11,000+ book titles (including 540+ audio books)
- OfficeEssentials – 920+ book titles
- Well-BeingEssentials – 1,470+ book titles
- ExecSummaries** – 810+ titles

Learning Portals:

- Government Leadership Advantage**
- Leadership KnowledgeCenter**
- Project Management KnowledgeCenter**
- HR KnowledgeCenter**
- Microsoft Office 2010 KnowledgeCenter**

Compliance Library (60 titles selected by FAA from):

- [Legal Compliance / Federal Government](#)
- [Environmental, Safety & Health and Transportation](#)

Video Collections:


- IT and Desktop Videos – 25,000+ video titles
- Leadership Channel** – 4,800+ video titles


(**=*limited audience solutions*)

Delivery Model: e-Learning (eLMS) and via mobile access with the Skillsoft Learning App


Objectives and Benefits:

- Supports employee development across a broad range of business, management, and leadership subjects
- Accessible anytime, anywhere and through mobile devices
- Centrally funded through AHD and available to all FAA employees





Your Skillsoft Library



Videos



Books



Courses

3 Ways to Access!

eLMS Access	Direct Access	Mobile Access
<ol style="list-style-type: none"> 1. Log into eLMS 2. Search Catalog for: <ul style="list-style-type: none"> • Skillsoft Books 24 X 7 • Skillsoft Leadership Advantage 2.0 • Skillsoft Government Leadership Advantage 2.0 • Thousands of Skillsoft courses already created within eLMS 3. Start (launch) the course <p>Please note: Access through eLMS enables you to get credit for the Skillsoft courses within eLMS</p>	<p>Connect to: https://dot.skillport.com</p> <ol style="list-style-type: none"> 1. Click on Register 2. Enter your FAA email and create a password for direct access (without using eLMS) 3. Use the login and password <u>you created</u> to access Skillport on this page <p>Please Note: Direct Access completions are recorded in Skillport Learning History</p>	<p>To install the app via an App Store</p> <ol style="list-style-type: none"> 1. From the appropriate app store, search for "Skillsoft Learning App" 2. Follow steps for your particular smartphone to download and install the app. 3. Type "DOT" in the Skillport [site] Name field when prompted (dot.skillport.com) 4. Login using the username and password YOU CREATED for Direct Access 5. Personalize your experience 6. Use the Skillport app to access books, audio books, and videos

Business Skills - Compliance - Desktop Skills - Engineering - IT Skills - Wellbeing - Certification - Personal Development

Links for program information:

https://my.faa.gov/tools_resources/training_learning/accessingskillsoft.html

https://my.faa.gov/tools_resources/training_learning/elms.html

<https://elms.faa.gov/>

Contacts:

Len Guenther, Skillsoft and Books 24x7 Program Manager, 202-267-1139, leonard.guenther@faa.gov

elmsupport@faa.gov

ATO

Technical Operations Leadership Development Program (TOLDP)

Program Manager: Viscount Thurston, ATO Employee Development

Year Piloted: 2013

Year Implemented: 2014

Target Audience: Technical Operations employees in technical job series

Program Outcomes/Purpose: The Technical Operations Leadership Development Program (TOLDP) is designed for Technical Operations employees who are interested in becoming Systems Support Center Managers. Whether participants go on to become managers or remain in their current roles, TOLDP builds strong leadership skills. TOLDP enhances the quality of leadership at the individual and organizational levels. At the individual's level, the program will ensure managers have the tools needed for collaborative leadership. At the organizational level, the program will assist the FAA in fulfilling the Workforce of the Future initiative.

Program Elements:

- Facilitated workshop that concludes with capstone exercise & presentation to senior management.
- Applied Learning Plan for learning embedded in the workplace.
- Facilitated simulation ("A Day in the Life of a SSC Manager") based on leadership competencies and strategies.
- Shadowing of an experienced SSC Manager

Delivery Model:

Workshop – Professional facilitator paired with operational facilitator, delivered at the National Conference Center (NCC) in Leesburg, VA.

Simulations – Two 2nd/3rd level Technical Operations managers in roles of facilitator and observer-debriefer with each participant going through "A Day in the Life of a SSC Manager".

Benefits:

- Highly customized to specific operational environment
- Highest rate of transference of learning
- Low cost for in-depth, transferable training (2 weeks plus coaching for under 5k)
- Utilizes in-house expertise (ops facilitators, fed facilitators paired)
- Realistic job preview

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Delivery Summary:

FY	# Deliveries	Average # Participants per Delivery	Total Participants
2013	Participants Class (Pilot Workshop)	13	13
2014	3 Participants Class	16	49
	3 Rounds Simulation	15	46
	2 Co-Leads Classes	16	32
2015	4 Participants Class	16	64
	5 Rounds Simulation	16	80
	1 Co-Leads Classes	10	10
2016	4 Participants Class	16	63
	4 Rounds Simulation	16	63

Link for program information:

https://my.faa.gov/org/linebusiness/ato/management_services/administration_talent_management/leadership/leadership_development/toldp.html

Contact: Viscount Thurston, Program Manager, 202-267-6675, viscount.thurston@faa.gov

Air Traffic Leadership Development Program (ATLDP)

Program Manager: Larry Bogner, ATO Employee Development

Year Piloted: 2009

Year Implemented: Nationalization underway

Target Audience: Certified Professional Controllers (CPC) that are interested in first-level management role in the ATC operation.

Program Outcomes/Purpose:

Build strong leadership skills customized for the operational environment that prepare our next FLMs in ATS facilities. The goal is to provide Certified Professional Controllers (CPC) with the opportunity to explore the first-level management role in the ATC operation and develop basic leadership competencies to prepare for the role.

The ATLDP was also designed to address the common problem of lack of transfer of learning from development activities to the workplace by incorporating structured learning activities before and after a training workshop in which the basic concepts of effective leadership are learned and practiced. The program also includes training and guidance for managers that support the participants' learning. The ATLDP has been customized to address the unique work environment of the FAA's air traffic control facilities, including Air Route Traffic Control Center (ARTCC), Terminal Radar Approach Control (TRACON), and Air Traffic Control Tower (ATCT).

Program Elements:

- Supervisor and self-assessment
- Workshop, 4 days, all participants complete
- Realistic Job Simulation, 1 day, all participants complete
- Leads Development, 1 Lead per local area implementing program, 4 days

Delivery Model:

Professional facilitator paired with operational facilitator, delivered at the National Conference Center (NCC) in Leesburg, VA. Realistic job simulations conducted regionally. Program Leads trained locally to promote program and embed learning

Benefits:

- Highly customized to the specific operational environment
- Higher rate of transference of learning to the workplace
- Low cost for in-depth, transferable training (2 weeks plus coaching for under 5k)
- Utilizes in-house expertise (prepared ops facilitators, fed facilitators paired)
- Realistic job preview helps potential applicants make cost-effective decisions

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Delivery Summary:

FY	# Deliveries	Average # Participants per Delivery	Total Participants
2009	Participants Class	15.5	31
	Co-Leads Class	17.5	25
2010	Participants Class	16	
	Co-Leads Class		
2011	Participants Class	17	68
	Co-Leads Class	15	31
2012	Participants Class	15.5	93
	Co-Leads Class	13	26
2013	Participants Class	12	47
	Co-Leads Class	7	14
2014	Participants Class	12	48
	Co-Leads Class	8	24
2015	Participants Class	14	56
	Co-Leads Class	8	24

Other information:

As of March 2015, 375 employees have attended the workshop; 148 known participant promotions have occurred.

Link for program information:

https://my.faa.gov/org/linebusiness/ato/management_services/administration_talent_management/leadership/leadership_development/atldp.html

Contact: Larry Bogner, Program Manager, 202-267-6638, laurence.bogner@faa.gov

Continuous Leadership Development (CLD) – Leaders Teaching Leaders (LTL)

Program Manager: Sean Corbett, ATO Employee Development

Year Piloted: 2015

Year Implemented: 2015

Target Audience: Senior managers (ARTCC ATM, TDM, Tech Ops DM)

Program Outcomes/Purpose:

- Develop the necessary leadership skills for senior operational managers to better engage those that work for them
- Embed adaptive leadership behaviors in the ATO
- Foster a culture of learning and development

Program Elements:

- Program designed to deliver 2 to 3 modules/topics in a single day of delivery
- Module content changes every six months, driven by organizational strategy and operational needs
- Senior managers (ARTCC ATM, TDM, Tech Ops DM) facilitate learning and discussion sessions with their intact management teams
- Content is timely and provides an enterprise-wide theme for discussion
- All modules integrate consistent leadership principles

Delivery Model:

The senior managers who are facilitators receive three days of content and facilitation preparation. Those facilitators deliver the content back in their own facility/district to all members/levels of their management team

Benefits:

- Promotes a culture that values ongoing career development
- Provides effective development of ATO leaders, using a model that balances the efficiencies and strengths of different available development methods, while providing the range and depth of leadership skills needed for ATO success
- Utilizes consistent application of appropriate leadership and professional competencies
- Leverages cost effective methods for delivery

Delivery Summary:

FY	# Deliveries	Average # Participant per Delivery	Total Participants
2016	224	16	2744

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Link for program information:

https://my.faa.gov/org/linebusiness/ato/management_services/led/leadership_development/ato-clid.html

Contact: M. Holly Mullen, Program Manager, 202-267-6683, holly.mullen@faa.gov

Continuous Leadership Development (CLD) – ATO Virtual Learning (AVL)

Program Manager: Dale Jackson, ATO Employee Development (detail ending October 2016)

Year Piloted: AVL in design/development, will pilot in September 2016.

Year Implemented: 2017

Target Audience: ATO managers at all levels; will be expanded to all ATO employees

Program Outcomes/Purpose: Provide online leadership development resources online that are easy to access and use and are carefully selected for their development value and application to managing in the ATO.

Program Elements:

Learning resources are organized by core competency (the FAA Strategic Leadership Capabilities). For each competency, the following types of learning resources will be provided:

- Short online courses
- Videos
- Audio webcasts
- Assessments
- Readings
- Job aids
- Guides
- Books

Delivery Model: Self-service online system available 24/7

Benefits:

- Quick, easy access to learning resources to managers and employees
- Provides just-in-time learning opportunities that managers can use when needed
- Reinforces and augments learning in other programs, e.g., *Leaders Teaching Leaders*, *SYFY*
- Provides extensive and valuable learning resources at a very low cost

Contacts:

- Dale Jackson, 803-822-4546, dale.jackson@faa.gov
- Sean Corbett, 202-267-6680, sean.corbett@faa.gov

Succeeding in Your First Year (SYFY)

Program Manager: Larry Bogner, ATO Employee Development

Year Piloted: 2013

Year Implemented: 2015

Target Audience: Newly appointed first level operational managers in Air Traffic Operations and Technical Operations

Program Outcomes/Purpose: SYFY provides new ATO managers with the knowledge and skills to successfully achieve their core responsibilities within the first year of selection into an FLM role. The goals of the program are for the supervisors to:

1. Know the appropriate role of the FLM position and how to effectively transition from an individual contributing peer to being an effective supervisor
2. Recognize critical and high impact decision points in work situations, based upon responsibilities defined in labor contracts, and in safety, operational, and organizational requirements
3. Identify and consider a greater breadth of consequences to decisions that should be taken into account in a given management situation
4. Make decisions that achieve planned and desired outcomes, do not require rework, and that minimize negative consequences

Program Elements:

Program content designed to help new Supervisors respond to the most common and potentially impactful situations prepared to make good judgments. Content includes:

- Organizational alignment
- Performance management /individual performance management
- Developing self and others
- Labor relations and contracts
- Safety
- Communication skills
- Managing conflict

Delivery Model:

Prepared operational and specialty content-experts in specialty topics facilitate interactive sessions to stimulate engagement and application of concepts. Delivered at the National Conference Center (NCC) in Leesburg, VA.

Benefits:

Supervisors are better able to:

- Manage performance and give feedback that supports positive, proactive behavior and minimizes negative reactions and resistance
- Continuously align the work of his/her group to the mission, vision, values, and goals of the organization
- Manage resources effectively and efficiently
- Use conflict situations to find positive, lasting solutions to problems
- Make sound decisions in applying HR/LR policy and contracts

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- Communicate and deploy organizational change initiatives in a way that engages employees in problem solving and taking ownership of outcomes in their workplace

Delivery Summary:

FY	# Deliveries	Average # Participants per Delivery	Total Participants	# Program Completions
2014	8	14	112	112
2015	10	16	164	164
2016 (as of 8/15/16)	12	16	192	192

Contact: Larry Bogner, Program Manager, 202-267-6638, laurence.bogner@faa.gov

Career Services Center

Program Manager: Gaynell Dudley, ATO Employee Development

Year Piloted: 2016

Year Implemented: 2017

Target Audience: All ATO employees, non-managers and managers

Program Outcomes/Purpose: The purpose of the Career Services Center is to empower employees to explore their career interests, assess their strengths and development needs, and make effective career decisions. The center will become a comprehensive resource for career related services.

Program Elements:

- Group career development planning sessions (online and offline)
- Career planning resources, e.g., assessments, guides, job aids, links to resources
- Advice on the use of internal and external career planning resources
- Career advice on developing self and others
- Development program application support
- Informational Sessions and Career Services kiosk at FAA Employee and Management Association Conferences
- Guidance on optimal use of the Career Planning Tool

Delivery Model:

Online or in-person workshops on career planning; online self-service access to resources; individual consultations

Delivery Summary:

FY	# Deliveries	Average # Participants per Delivery	Total Participants
2016	6 Webinars thru 03/16	19.5	117
2016	3 All-Hands or Staff Meetings thru 08/16	15 to 250	280
April 2016 -2017	13 Webinars 02/17/2016 thru 08/15/2016	41	655
April 2016-2017	3 Conference sessions	39 (6 to 60)	116
April 2016-2017	5 Conference Kiosks Set Up	29	146

Other information:

In the process of standing up the framework for the Career Services Center. All services have not been fully implemented.

Link for program information:

https://my.faa.gov/focus/articles/2016/03/ATO_Career_Planning_.html?origin=broadcast

Contact: Gaynell Dudley, Program Manager, 202-267-6678, gaynell.dudley@faa.gov

ATO Succession Planning Program (ATO-SPP)

Program Manager: Emily Hitt, ATO Employee Development

Year Piloted: 2013 - present

Year Implemented: 2017

Target Audience: Employees who demonstrate high potential for success in ATO leadership positions. Talent pools are formed to provide opportunities for high potential employees to further develop and hone their leadership abilities.

Program Outcomes/Purpose:

1. Identify and develop high potential employees to prepare them for mission-critical positions;
2. Promote diversity and inclusiveness through structured, objective, merit-based processes for talent pool application, review, and selection.
3. Participation is intended to enhance an individual's qualifications for selection to their target position but it does not guarantee a promotion or selection to a future position.

Application Process:

- Once the pools are identified, employees will have a limited period of time (known as open season) to apply.
- No nomination is required; employees apply on their own initiative.
- Application process includes a written application, competency assessment, and manager input.
- Applicants are selected for pool participation by a Succession Planning Board. Identifying information is removed from application packages before they are reviewed.

Participants remain in a pool for two years and benefit from a range of development activities:

- Confidential, in-depth assessments with feedback on strengths and development areas
- Development planning advising, guides and webinars
- Individual development plan and quarterly progress updates
- Shadowing, details or other on-the-job assignments
- Workshops on specific topics, e.g. Developing Others, with panel discussions and executive speakers
- Leadership Development courses
- Professional leadership coaching
- Networking and enhanced visibility to senior leaders
- Action learning
- Online readings and discussions
- Periodic talent reviews by selecting officials with feedback provided

Delivery Model:

Two-year development program for pool participants. Periodic workshops that include executive speakers are conducted at HQ. Managers of participants are also supported and involved.

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Benefits:

Increased leadership bench strength, enhanced visibility of talent, engagement and retention of key talent, effective continuity of operations, enhanced readiness for leadership positions, increased proficiency of employees in critical competencies and in FAA strategic leadership capabilities, knowledge transfer.

Delivery Summary:

FY	# Talent Pools	Pools	Total Participants	# Program Completions	# Promotions to Target Position
2013 -2106 pilot	2	Aspiring TOMs and Aspiring ATMs (L10-12)	48	N/A	6 to date
2017 - 2019	1	Aspiring Second-Level Managers	Estimate 75	N/A	N/A

Link for program information:

https://my.faa.gov/org/linebusiness/ato/management_services/spp.html

Contact: Emily Hitt, 202-267-6679, emily.hitt@faa.gov

ATO Career Planning Program (CPP)

Program Manager: Jess Robinson, ATO Employee Development

Year Piloted: 2012

Year Implemented: 2013

Target Audience: All ATO Employees

Program Outcomes/Purpose: The Career Planning Program (CPP) provides tools and resources to assist ATO employees in identifying their career interests, exploring career options, and building customized career paths and career plans to help them reach long-term career goals. CPP also helps employees assess their competencies relative to career goals and establish effective and meaningful individual development plans that will assist them in achieving their career goals.

Program Elements:

The Career Planning Tool (CPT) is the central element of CPP. The CPT is an online system that guides employees through creating a customized career path and provides information about each target position on the career path, including the responsibilities of the job, the competencies required for success, and development recommendations. The CPT also provides assessments to help employees identify strengths and areas for development as well as general career planning resources such as job aids, guides, and links to career and development planning information.

Delivery Model:

All resources and information regarding CPP are available on the FAA intranet. CPP uses a self-service delivery model, with the main elements being:

1. MyATOCareer Website -- A portal to content supporting application of each of the six steps of the CPP development model. It links to the CPT, resources for employees and managers, and job aids for employees on proceeding through each of the six steps.
2. Career Planning Tool (CPT) -- Enables the user to develop a customized career plan that offers real-time developmental suggestions on moving from their current position to their desired position.
3. ATO Career Map -- A detailed visual diagram depicting 68 positions and 138 career paths across ATO organizations and functions.

Benefits:

For ATO employees, CPP provides quick, easy, and convenient access to career and development planning resources; promotes equal access to employees at all levels; supports adoption of career planning best practices; provides assessments to drive self-awareness and improved development planning; and promotes career movement aligned to employee interests and job suitability.

Delivery Summary:

Since being implemented in March 2013, over 15,000 career plans have been created by FAA employees using the Career Planning Tool.

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Other information:

Following a stakeholder review meeting held in April 2016, Technical Operations Services is the first service unit to engage. As a result, all 18 of Tech Ops' occupational clusters on the career map are being updated. Positions and career path information is being revised for all existing positions, and an additional cluster of lower banded administrative positions in the field and headquarters is being added.. The Career Planning Tool and the MyATOCareer.faa.gov are being upgraded for an enhanced user experience and portability to mobile devices.

Links for program information:

<https://myatocareer.faa.gov>

https://my.faa.gov/org/linebusiness/ato/management_services/cpp.html

Contact: Jess Robinson, CPP Program Manager, 202-267-3638, jess.robinson@faa.gov

Collaboration Facilitation (CF)

Program Manager, Collaboration Teams and Process: Wayne Lee, Office of Organizational Effectiveness

Year Piloted: 2010

Year Implemented: 2011

Target Audience: Paired field facility leadership (originally ATM/FACREP, now including OM/AreaReps, LSC pairs)

Program Outcomes/Purpose: To create a self-sustaining collaborative culture within field facilities.

Program Elements:

- Initial training on Interest Based Communications and Collaborative Work Groups (Collaborative Skills Training (CST)) Scheduled whenever there is a change in either ATM or FACREP.
- Consulting with facility leadership to assist in resolving collaboration or communication blocks. This includes group or team facilitation and ongoing refresher training on collaborative subjects. CF's also provide long term coaching and assistance to facilities in all areas of collaboration.
- Collaborative IQ Assessment; An assessment of the collaborative temperature within the facility. May include most of workforce or mostly leadership. Can be at the request of DO/RVP, TDM/ARVP or facility level teams. Also utilized to identify "Best Practice" facilities.

Delivery Model:

Initial CST training is done in person with group size of 5 to 15 facility pairs. The Collaborative IQ Assessment done at facility by CF team. Consulting may be in person or telcon, depending on the needs. Each Facility receives individualized support, customized to the needs of that specific facility.

Benefits:

- Consistent messaging to all facilities on collaborative process and tools available
- Facility leadership gains advocates to help them be successful in building collaborative culture
- 7 full time Collaboration Facilitator teams supporting all 300+ facilities and Region X
- Availability for ongoing coaching and assistance when a team or facility gets "stuck"
- Works in conjunction with Right From The Start (RFTS) to provide on-going, long term data on facility progress or concerns.
- Works closely with TDM/ARVP and DO/RVP teams in support of facilities. Provides a different stream of data to leadership as well as captures what works within facilities of the NAS

Delivery Summary:

CF teams have been active in the role of collaboration training since 2011. The role has evolved into an agency internal consultant on collaboration and interest based communications skills. They continue to provide more services in collaborative areas and training to higher levels of leadership (TDM/ARVP Interest based communication training completed in 2015). As collaboration becomes the prevalent way to do business within the agency, these teams remain a resource and advocate for our continual success

Other information:

The Collaboration Facilitator Program is jointly managed by an agency management Program Manager and a NATCA Collaboration Lead, both supported through the Organizational Effectiveness Office.

Contact: Wayne Lee, Program Manager, OE office, 202-738-6610, wayne.lee@faa.gov

Right From the Start (RFTS)

Manager, Culture & Organizational Dynamics: Bill Smar, Office of Organizational Effectiveness

Year Piloted: 2011

Year Implemented: 2012

Target Audience: Field facilities

Program Outcomes/Purpose: To create a safer, more professional working environment.

Program Elements:

- Expectations Setting
- Diagnostic Interviews
- Assessment
- Objective Creation
- Process Work
- Initiative Summary/ Close-Out

Delivery Model:

On-site delivery. There are three versions (customized to the needs of the facility) ranging from: a Two-Day Leadership Alignment, a more traditional RFTS Initiative (six to twelve months) or a RFTS Best Practice Initiative. Team of 3 professionals representing: Organizational Development Specialist, ATO Leadership and NATCA Leadership. Each Facility will receive individualized support that is customized to the needs of that specific facility.

Benefits:

- Completely customized to the facility
- Facility leadership gains workforce perceptions from unbiased third party
- Process & Objectives are designed by facility leadership
- Develops a collaborative leadership practice
- Provides for Individual and Team Expectations, Roles & Responsibilities and Accountability
- All aspects of leadership, engagement and accountability increase
- Provide Coaching, Best Practices examples and experiential learning opportunities

Delivery Summary:

More than 35 locations. The success/ progress the RFTS facilities have been able to obtain, have created a word-of-mouth method to increasing Initiative requests.

Other information: RFTS is an extremely low cost initiative where funding is divided between the Customer/ OE and NATCA. The ONLY cost is travel for the RFTS Team.

Contact: Bill Smar, Manager, Culture and Organizational Dynamics, 630-853-1569, bill.smar@faa.gov

Operations Facility Tours for AJG Employees

Program POC: Palmer Bryan, Community Enterprise

Year Piloted: 2014

Year Implemented: 2015

Target Audience: New agency employees in AJG. Secondary population was any employee that had not previously visited a facility.

Program Outcomes/Purpose:

Provide an opportunity for Headquarters employees to visit an air traffic control facility and meet the people that rely on the services they provide. Provide an opportunity to gain an appreciation for the type of services received by the flying public by the ATO.

Delivery Model: In-person site visit to the Tower at Ronald Reagan National Airport (DCA).

Benefits: Create a connection for Headquarters personnel with employees in the field.

Delivery Summary:

FY	# Tours	Average # Participants per Tour	Total Participants	# Tours Completed	Facilities Toured	Budget	Cost per Participant
2015	4	10	40	4	1	NA	NA

Contact: Palmer Bryan, Program POC, 202-267-3378, palmer.bryan@faa.gov

Program Management Organization (AJM) – Input on Succession Planning Programs

Program Manager: Lucy Kruse, Program Management Organization

Program Outcomes/Purpose: Within AJM-2, guidance has been developed for a more structured, consistent, process of identifying employees for developmental opportunities.

Program Elements:

Although AJM does not currently have a formalized/fully integrated succession planning program for the Service Unit, we are leveraging existing agency and ATO resources and working with AJG to develop the capacity to mentor and provide growth opportunities for PMO employees. Within, AJM, one Directorate AJM-2, has developed guidance for a more structured, consistent, process of identifying employees for developmental opportunities in the way of job swaps, details, rotations and temporary assignments. The limiting factor for providing these opportunities for the benefit of all AJM employees is funding to support per diem to bring employees in from remote locations to avail themselves of these assignments. In addition, AJM-2 is collaborating with AJG to help identify additional talent pools for the Management Services/Employee Development Group Sponsored ATO Succession Planning Program.

Contact: Lucy Kruse, PMO-AJM, 202-267-6633, lucy.kruse@faa.gov

New Facility Manager On-Boarding Process (NFMOB)

Program Manager: Ron Fincher, ATS Education and Development Focus Team

Year Piloted: May-September 2015

Year Implemented: 2016

Target Audience: Newly selected Facility Managers

Program Outcomes/Purpose: Create and execute a transition plan customized for the new facility manager-and the facility she/he will manage.

Program Elements:

- Assessing the selectee's technical and behavioral skills.
- Assessing the specific needs of the position both technical and behavioral.
- Reporting results to the selecting official.
- Creating a transition plan.
- Executing the transition plan.

Delivery Model:

- Execution of the transition plan begins prior to the selectee reporting to the new facility. Collaboration is essential between the selecting official and the selectee's current facility manager.
- The transition plan ends one year after the selectee reports the new facility.
- The selecting official is accountable for the creation and execution of the transition plan.
- The Deputy Director of Operations is responsible for measuring the progress of the NFMOB process
- Designed in concert with the Customer (Employee Education Workgroup) always with the client and practical application in mind.

Benefits:

- Measures skill level of selected facility manager.
- Prioritizes skill development based on facility needs and current skill level of the selected manager.
- Supports both Technical and Behavioral needs.
- Delivery schedule: Required for all newly selected facility managers in ATS.
- No cost.

Supporting Organizations:

- Employee Development (resource guide)
- FLLI (concierge service)
- OE (process facilitation and analysis)

Contact: Bill Smar, Manager, Culture and Organizational Dynamics, 630-853-1569, bill.smar@faa.gov

Supervisor Recruitment and Retention

Program Manager: Tony Mello/Donald Moran, Air Traffic Services

Year Implemented: 2015

Target Audience: Current and Incoming Front Line Managers (FLMs)

Program Outcomes/Purpose: Facilitate the recruitment of new FLMs and help retain current FLMs through improved onboarding, training/development, and pay incentives.

Program Elements:

- Improved onboarding process
- Training targeted to specific phases of development
- Emphasis on Management Development Plans
- Pay incentives tied directly to Training Phase completion
- Communications program to market the positive impact of FLMs
- Increased support of FLMs at the facility level

Delivery Model: Both classroom and eLMS training.

Benefits:

- Better trained and better prepared FLM workforce
- A more cohesive management team
- A larger candidate pool for FLM selections
- Fewer losses from FLMs returning to CPC workforce

Delivery Summary:

A survey was used to identify supervisory recruitment and retention needs. The data is being used to develop ideas on how and what to implement for on-boarding and management development plans.

Contacts:

- Tony Mello, 817-222-4007, tony.mello@faa.gov
- Don Moran, 775-622-2162, donald.j.moran@faa.gov

AJV-5 Succession Planning & Development Items: Aeronautical Career Enrichment Program (ACE) – “ACE LUNCH ‘N’ LEARN

Program Manager: Lynda Martinez, Mission Support Services

Year Piloted: June 26, 2012

Year Implemented: July 12, 2012

Target Audience: All inclusive with a focus on non-management and new employees

Program Outcomes/Purpose: To provide a general overview of the programs, products and services offered by the Directorate. To enhance employee development with no fiscal impact on the budget.

Program Elements:

- **Phase 1:** One-hour Lunch ‘N’ Learn sessions, conducted at least once per month
- **Phase 2:** A more detailed 1 hour Product Services Orientations presented at least once per month or a one to three hour Product and services orientation requested by an employee (Management must approve this request.)
- **Phase 3:** A shadowing opportunity for each participant, to include a minimum of 8 hours not to exceed 24 hours. This request requires management approval and, employee must have hours consecutively.

Delivery Model:

The designated group provides an oral power point presentation about 90% of the time; and approximately 10% is a visual demonstration of the Directorates’ specific products, services or programs.

Benefits:

- An excellent general overview of the many programs offered by the organization
- Provides great information for employees when applying for new positions
- Excellent insight for those who want to cross train or who are seeking details

Delivery Summary:

- Personal presentations with VTC services provided
- Phone bridges may be made available for those who may be teleworking

Other information: Over almost four years

- Attendance has been approximately 800 employees (from three locations)
- Approximately 25 Lunch ‘N’ Learn Session delivered in Phase 1

Contact:

Lynda Martinez, AJV – Mission Support Services, Executive Business Analyst, 202-267-4579, lynda.e.martinez@faa.gov

AJV-5 Succession Planning & Development Items: Leadership Round Table

Program Manager: Lynda Martinez, Mission Support Services

Year Piloted: November 2014

Year Implemented: November 2014

Target Audience: AJV-5 Management Team

Program Outcomes/Purpose: Provide leadership competency training to ensure that the organization has a cadre of knowledgeable professionals ready to work collaboratively in order to fulfill the vision and mission of the ATO.

Program Elements: Monthly Sessions

Delivery Model: 3-hour session with presentations, occurs monthly

Benefits: Development of Leadership Competencies among management personnel

Delivery Summary:

Personal presentations with VTC services provided, plus follow-on activities including reading assignments and eLMs leadership courses.

Other information: Attendees provide continual feedback regarding information shared & learned.

Contact:

Lynda Martinez, AJV – Mission Support Services, Executive Business Analyst, 202-267-4579,
lynda.e.martinez@faa.gov

Technical Operations Succession Planning Program (TOSPP)

Program Manager: Tiffany Steen, National Program Manager

Year Piloted: 2007

Year Implemented: 2008

Target Audience: Technical Operations Frontline Managers

Program Outcomes/Purpose: To identify and provide additional training and experience for current Technical Operations Frontline Managers with potential for advancement. TOSPP creates and develops strategies for individual growth contribution to organization readiness for key management positions.

Program Elements:

- Two year developmental program.
- Topic areas: Achieving Results, Leading People, Building Relationships, Leading Change and Collaboration.
- 360 Feedback Assessments
- Mentors identified to work with participant
- Shadow Assignments encouraged
- Detail funded for 2nd Year participants

Delivery Model:

Initial 3-day kick off meeting with Program Managers. Initial training provided for Mentoring and Coaching (1st year participants) and Middle Managers Course (2nd year participants). Participants are self-managed and self-paced.

Benefits:

- Highly customized to specific operational environment.
- Provides opportunity to develop strong candidate leadership pool
- Provides training and experience to participants.
- Realistic job activities.

Delivery Summary:

FY	# Deliveries	Average # Participants per Delivery	Total Participants	# Program Completions
FY14/15		6	6	6
FY15/16		8	8	n/a
FY16/17		9	9	n/a

The latest cohort begins their program on October 1, 2016.

(continued on next page)

Link for program information:

https://employees.faa.gov/org/linebusiness/ato/operations/technical_operations/tospp/

Contacts:

- Tiffany Steen, TOSPP Program Manager, 202-267-4443 tiffany.steen@faa.gov
- Doneva Cheeseman, National SUPCOM Chair, 907-455-5711 doneva.cheeseman@faa.gov

Operation Supervisor Workshop (OSW)

Program Lead: Chris Kerrigan, OSW Lead, Air Traffic SUPCOM

Target Audience: All Air Traffic Operations Supervisors (~1900 total), every 3 years

Program Outcomes/Purpose: Provide peer-to-peer management skills and leadership training through facilitation, networking, and meeting with key stakeholders.

Program Elements:

- Workshop, 36 hours total, all Operations Supervisors complete
- Peer Facilitators, training and development

Delivery Model: Trained peer facilitators lead delivery at the Service Centers

Benefits:

- Highly customized to specific operationally-relevant learning
- Networking of participants and sharing of best practices
- Networking with Service Center Leadership (Directors, ERC, QC, etc.)
- Highly regarded by participants and senior leadership
- Offsite learning with the participants from diverse environments and experiences

Delivery Summary:

FY	# Deliveries	#Program Completions	Total Participants
2015	24	368	~17
2016	35	466	~17
2017 (projected)	34	572	~17

Other information: Required training for supervisors. Significant cost-cutting measures in place.

Link for program information: <https://my.faa.gov/org/linebusiness/ato/ats/supcom/programs.html>

Contact: Chris Kerrigan, OSW Oversight Group Lead, 317-753-2775, chris.s.kerrigan@faa.gov

Frontline Managers Workshop (FLMOW)

Program Manager: Doneva Cheeseman, National TO SUPCOM Chair

Year Piloted: 2006

Year Implemented: 2006

Target Audience: Technical Operations Frontline Managers that are in new first-level management role in Technical Operations.

Program Outcomes/Purpose: Provide up-to-date single reference source covering a broad range of frontline managers' day-to-day activities. Provide a strong networking opportunity that prepares our new and current frontline managers.

Program Elements:

- Workshop, 4 days, all participants complete
- Topic areas: Leadership and Management, Logistics, Facility Operations, Human Resources Management, Training and Certification.

Delivery Model:

Professional frontline manager facilitators, delivered in each Service Area; Seattle, Dallas-Ft Worth and Atlanta, and at headquarters. Trained locally to promote program and embed learning with subject matter experts.

Benefits:

- Highly customized to specific operational environment.
- Utilizes in-house expertise (frontline managers as facilitators, SME's from specific program areas.
- New and current frontline managers learn from each other and share best practices.
- Three year requirement assist with frontline managers keeping current on programs and policies.
- Realistic job activities.

Delivery Summary:

FY	# Deliveries	Average # Participants per Delivery	Total Participants	Cost per Participant <small>(all costs included for the Agency – CTRs, travel, development, facilitator training, etc.)</small>
2015	8	18-22	168	\$1,600

Link for program information:

https://employees.faa.gov/org/linebusiness/ato/operations/technical_operations/techops_supcom/flmow/

Contacts:

- Doneva Cheeseman, National SUPCOM Chair, 907-455-5711, doneva.cheeseman@faa.gov
- Cliff Rustad, FLMOW Lead, 310-725-3472, cliff.rustad@faa.gov